

**MEMORANDUM**

TO: Glen Brooks
State of California Department of Social Services

FROM: Will Lightbourne, Executive Director *WLL*
San Francisco Department Human Services

DATE: January 29, 1998

RE: San Francisco County Response to CDSS County Plan Concerns

In response to the California Department of Social Services' concerns regarding San Francisco's County Plan for CalWORKs, the San Francisco Department of Human Services proposes the following changes to our CalWORKs Program.

CDSS CONCERN #1 -

Hours of study time are only allowed for non-SIP participants.

SFDHS RESPONSE -

The San Francisco Department of Services will only allow study time to count as a work participation activity for non self-initiated program (SIP) participants.

CDSS CONCERN #2 -

Exemptions for parents with children under 12 months of age must be on a case-by-case basis.

SFDHS RESPONSE -

The county will grant an exemption from work participation requirements for parents or other relatives who have primary responsibility for personally providing care to a child six months of age or under. On a case-by-case basis, using the criteria listed below, the county will extend this exemption period to the first 12 months after birth or adoption of the child.

Upon the birth or adoption of any subsequent children, the parent or relative caretaker will be exempt for a period of 12 weeks. On a case-by-case basis, using the criteria listed below, the county will extend this exemption period to six months.

- 1) Availability of safe and appropriate infant care in San Francisco
- 2) Proximity of available infant care to parent's home or work
- 3) Parent's request¹¹¹
- 4) Health of the child

CDSS CONCERN #3 -

Criteria for good cause waivers due to domestic violence need to be specified.

SFDHS RESPONSE -

The San Francisco Department of Human Services is currently working with representatives from the community and other city departments to develop criteria that SFDHS will use in deciding whether to grant a good cause waiver because of domestic violence.

Until these approaches are finalized and implemented, the SFDHS will use the existing GAIN Program criteria for determining good cause exemptions from participation due to domestic violence.

CDSS CONCERN #4 -

A Board approved grievance procedure must be specified in County Plan.

SFDHS RESPONSE -

The county is currently working with the community in developing the grievance procedure for CalWORKs. Until the grievance procedure is finalized, the county will use the existing grievance procedure for the GAIN Program. The county grievance procedure for the GAIN Program is attached.

Thank you for your assistance with the development and approval of our County Plan for CalWORKs. We look forward to working with you and the Department of Social Services as we implement San Francisco's innovative and comprehensive welfare reform program.

City and County of San Francisco

Department of Human Services



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SFDHS RESPONSE -

The county will grant an exemption from work participation requirements for parents with children under 12 months of age on a case by case basis using the following criteria:

- 1) Availability of safe and appropriate infant care in San Francisco
- 2) Proximity of available infant care to parent's home or work
- 3) Parent's request
- 4) Health of the child

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GAIN HANDBOOK

Supersedes:

Sec.	Page	Non-Cooperation Procedures	Sec.	73-4
	Eff.	State Hearing and Grievance Procedures		Page 1
				Eff. 3/23/90

STATE HEARING AND GRIEVANCE PROCEDURES (EAS 42-787)

When a participant believes that any program requirement or assignment is in violation of the contract or is inconsistent with the program, he shall be informed of his right either to request a state hearing or to file a formal grievance based on the procedures established in Section 5302 of the Unemployment Insurance Code. State hearings may also be requested when a participant feels he is being treated unfairly and/or objects to an action taken against him.

The Grievance Officer assigned from the DSS Appeals Division cannot also be assigned to represent the county at a state hearing on the same issue. The case manager whose decision is in question must be present at the grievance proceedings and may be asked to appear at the state hearing.

I. State Hearing

The procedures for a state hearing under the GAIN program are the same as for any other public assistance program. They are specified in MPP Division 22.

The participant may request a state hearing to appeal the outcome of a formal grievance, but a formal grievance procedure may not follow the decision of a state hearing, which is final.

II. Formal Grievance Procedure

The procedure established for a formal grievance by the Unemployment Insurance Code is as follows:

- A. The GAIN participant makes a request to file a formal grievance.
- B. The case manager and the participant complete a Formal Grievance Request Worksheet, Form _____.
- C. The Worksheet is then forwarded by the case manager to the Grievance Officer with all pertinent documentation and verification.
- D. A written notice is then sent to the client, including the following:
 1. An explanation of the process;
 2. An explanation of the requirement of continued participation during the formal grievance process and the possible consequences of nonparticipation;
 3. A list of available legal resources;

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			State Hearing and	73-4	2	
			Grievance Procedures			3/23/90

4. The time and place of the scheduled hearing. The appointment must take place within ten (10) working days of the formal grievance request.
 5. Information regarding how the participant may review all relevant documents in advance of the appointment;
 6. Procedures for presenting evidence and witnesses;
 7. The right to a tape recorded record of the hearing.
- E. The participant is provided with a written notice of the County's position two working days prior to the hearing.
- F. The case manager and the participant present their respective sides of the dispute at the grievance hearing before the Grievance Officer, presenting evidence and witnesses, as appropriate.
- G. A formal written decision is issued by the Grievance Officer within five days of the hearing.

The procedure may not exceed thirty days, except when extended for good cause at the request of the participant.

The sole issue for resolution through the formal grievance procedure is whether a program requirement or assignment is in violation of the contract or inconsistent with the program. The formal grievance procedure may not be used to appeal the outcome of a state hearing, the requirement to sign the initial contract, the results of an assessment, or a proposed financial sanction.

The participant may request a state hearing to appeal the outcome of a formal grievance.

III. Continuation of Aid

Aid will continue and the participant will not be subject to financial sanctions when:

- A. The individual grieves a program requirement or assignment and continues to participate in the program during the formal grievance process.
- B. The participant was unsuccessful in formal conciliation due to failure to participate, files a grievance, resumes participation prior to the commencement of financial sanctions, and continues to participate for the duration of the formal grievance process.
- C. The participant requests a state hearing ^{70?} in protest financial sanctions within the period of timely

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notification (ten-day). Continued participation is not required.

NOTES:

If the participant files a formal grievance and then requests a state hearing, but fails to participate while the grievance is still pending, he is subject to financial sanctions. He may, however, appeal this negative action by filing a timely request for a state hearing, and thereby suffer no penalty until a decision is rendered. (See Item C above.)

If an individual files a formal grievance or requests a state hearing after financial sanctions have commenced, that action will not be suspended.

IV. Complaints at the Subcontractor Level

In lieu of filing a formal grievance or requesting a state hearing, a participant may engage in the complaint resolution process at the subcontractor level. This process provides for:

- A. An informal review of any complaint by the immediate supervisor of the employee who performed the act or decision in question;
- B. The submission of a written statement by the participant detailing the complaint. This will be given a formal review by the section head or by a designated "grievance" officer who reports to management.

GAIN HANDBOOK

Supersedes:

Sec.

Page

Eff.

Non-Cooperation Procedures

Sec. 73-5

Conflict Resolution Summary

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CONFLICT RESOLUTION SUMMARY

KIND OF PROCEDURE	INITIATED BY	PROCEDURE REFERENCES	LIMITATIONS	COMMENTS	TIME LIMITS FOR FILING	TIME LIMITS FOR RESOLUTION
1. Good cause determination	DSS/GAIN	MPP Div. 22; DSS AFDC Handbook; GAIN Regulations 42-781			None	Appointment w/i within 10 working days of discovery
2. Informal conciliation	DSS/GAIN	County policy	Starts within 5 days of initial cause determinations			Within 10 working days from initial conference
3. Formal conciliation	DSS/GAIN	GAIN Regulations 42-781.6; procedures same as for formal grievance	Always preceded by informal conciliation		No later than 10 working days from informal conciliation	30 calendar days from filing date
<u>Formal Grievance</u> Formal Grievance	Participant, by phone, in writing, or in person	State UI Code § 5302; GAIN Regulations 42-720.341 42-781.6 thru 42-781.9; 42-787	May not be used to appeal outcome of a state Hearing or Assessment and under 42-733 or 42-774.2	No other complaint process is prerequisite Allowable issues are GAIN Regulations 42-787		30 calendar days from filing date
<u>State Hearing</u>	Participant	MPP Div. 22; GAIN Regulations 42-787		May be used to appeal formal grievance outcome	90 days from date of action	

TOTAL P.06

OFFICE OF THE MAYOR
SAN FRANCISCO



WILLIE LEWIS BROWN, JR.

January 7, 1998

Eloise Anderson, Director
California Department of Social Services
744 P Street
Sacramento, CA 95814

Dear Ms. Anderson:

On behalf of the City and County of San Francisco, I am pleased to submit the City's implementation plan for CalWORKS as required by AB 1542. The Board of Supervisors approved this plan on January 5, 1998.

If you have any questions about our implementation plan or need additional information, please contact Will Lightbourne, Executive Director of Department of Human Services at (415) 557-6541.

Sincerely,


WILLIE L. BROWN, JR.
Mayor



SAN FRANCISCO COUNTY

CalWORKs Plan

Submitted:

January 7, 1998

Prepared by:

San Francisco Department of Human Services

This plan is submitted pursuant to Section 10531 of the Welfare and Institutions Code required by The Welfare to Work Act of 1997, AB 1542.

EXECUTIVE SUMMARY

Briefly describe the CalWORKs program of San Francisco County. Include:

- (1) A listing of the major program goals and objectives; and**
- (2) A brief description of the major program elements which will contribute to those goals and objectives.**

The major program goals of San Francisco's CalWORKs program flow from the principles outlined by the Mayor's Task Force on Welfare Reform in May of 1997. These include:

- The active creation of new jobs, and the acquisition of these jobs by low-income San Franciscans, to create real exits from poverty and welfare;
- Establishment of a highly coordinated Workforce Development System to link welfare recipients and other low income San Franciscans to job availability, job access and employment and training opportunities;
- The development of job retention, career advancement and support services that help new and incumbent workers function effectively in the workplace, in their communities, and in their roles as parents and/or caregivers; and
- The provision of ancillary community services that strengthen families and promote healthy development of children.

San Francisco's CalWORKs objectives were then delineated in a 5-point plan presented by Supervisor Mabel Teng to the San Francisco Board of Supervisors and adopted in August of 1997. In essence, they are as follows:

1. Create effective and efficient linkages between job creation, job training and job retention;
2. Build a seamless partnership between job seekers, the business community and service providers;
3. Create more on-the-job and/or work experience opportunities for individuals transitioning from welfare to work;
4. Establish community-based career centers in economically disadvantaged neighborhoods, to include career exploration and job retention services; and
5. Strengthen child support enforcement systems and support to non-custodial parents to ensure maximum revenue to families with children and improved family economic and social health.

The individual elements required to meet these goals and objectives are:

- Establishment of an inter-governmental Workforce Development Steering Committee to maximize job creation opportunities created through City-financed and/or authorized projects, and coordinate human service and related components to adequately prepare low income residents to compete for those jobs being created.
- Information Systems that track short, mid- and long term job creation and availability, with specific detail on the skill set required to qualify for each job type--most easily available labor market information is too general to be of use in ensuring that persons on welfare are truly equipped with the skill sets to compete for jobs. We plan to upgrade our ongoing capacity to develop extremely detailed information on jobs that are likely to come on line through both major projects and through the normal course of business so that preparation and training programs can be aligned to those skill sets, and job acquisition tracked.
- Development of First Source Hiring mechanisms for the City and County of San Francisco—the creation of contract and development language that provides welfare recipients and other low income San Franciscans early notice and opportunities to obtain employment, particularly for those jobs created through the investment of public dollars and/or requiring public authority.
- Improved Linkages of Employers to Potential Employees--A “hot line” type system is being expanded so that employment information, as well as other labor market information, can be electronically delivered to community-based Career Centers (being established by the Department of Human Services, in partnership with the PIC, EDD, City College and others), as well as to community-based organizations and others. This “1-Stop” system will serve both employers and potential employees, and is being created with the assistance of a state grant.
- Expanding and improving workforce preparation-- existing resources must be coordinated to ensure maximum leveraging of public and private dollars to increase the availability of work readiness-type programs, adult education geared towards specific vocational ends, and vocational training linked to the actual job market.
- Expanding and improving workforce support systems--whether low income individuals are in jobs, training, community service, or other form of eligible activity, childcare and other support services have to be delivered in a timely and appropriate manner. Existing systems have to be increasingly coordinated to ensure the removal of barriers that impede self-sufficiency. Child Support Assurance and increased services to non-custodial parents are an integral component of this element, as well.
- Reengineering “employment retention”--the current reimbursement and funding streams do not support the development of comprehensive post-placement services designed to keep individuals hooked to support services, further training and educational opportunities, and additional job counseling. We plan to develop funding strategies to encourage longer-term relationships, counseling and support programs.

(Each of these elements should be on separate pages to facilitate the review process.)

Section 10531 of the Welfare and Institutions Code (WIC) requires each county to develop a plan that is consistent with state law and describes the full range of services available to move CalWORKs applicants and recipients from welfare-to-work. Subsections (a) through (q) set forth specific plan requirements which are addressed below. The CalWORKs plan should not duplicate the planning processes which have already occurred within the county, rather it should incorporate other planning efforts where appropriate.

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(a) COLLABORATION WITH PUBLIC AND PRIVATE AGENCIES TO PROVIDE TRAINING AND SUPPORTIVE SERVICES

Briefly describe how the county will work with other public and private agencies to provide necessary training and support services. This section should include, at a minimum, a list of the necessary training and support services and the public and/or private agencies which will provide those services. [References: Education Code Section 10200 and WIC Section 10531(a)]

Does your county have a Refugee Employment Services Plan?



YES NO



If so, please certify that welfare-to-work activities will be coordinated with the County Refugee Services Plan.

The county is working closely with both public agencies that fund and/or provide training and support services, as well as the community-based organizations that provide these services. We are planning to provide a broad range of training and support services, including the following:

- Job Search support and training
- Work readiness programs
- Job placement
- Vocational Training and Education
- ESL-linked vocational education and training
- Employment retention programs
- Support Services, including child care, substance abuse and mental health counseling, domestic violence services, transportation, and other services as necessary to ensure successful completion of welfare to work plans.

In regards to workforce preparation, placement and retention, the Department of Human Services is working closely with the Private Industry Council, the Mayor's Office of Community Development, the Redevelopment Agency and the Housing Authority, whose offices fund the bulk of San Francisco's employment and training programs. Already, the Private Industry Council (PIC) has shifted its current goals to increase the numbers of persons on public assistance to 50% of total persons served by applicable Job Training and Partnership Act programs. In addition, we are working closely with the Community College District and the S.F. Regional Occupational Center. These organizations, along with community-based nonprofit organizations (CBOs) that provide workforce preparation, placement and retention, are the backbone of the partnerships needed to carry out our County plan.

In regards to support services, DHS is working closely with the San Francisco Department of Public Health who will provide mental health and substance abuse services through their network of community agencies and facilities. Childcare resource and referral services will be delivered through a partnership with the Children's Council of San Francisco, and will also closely involve Wu Yee, the Family Daycare Network, and other providers of childcare. Domestic violence services are being coordinated through the Domestic Violence Consortium and the Commission on the Status of Women, which brings together numerous public and community agencies that provide a range of prevention, counseling, and shelter services. Our primary partner in delivering transportation services is San Francisco's MUNI.

The following is a partial list of community-based agencies with whom the City already partners through various funding sources, including JTPA and CDBG. These neighborhood-based organizations are key resources for CalWORKs planning, implementation and evaluation:

African Immig. & Refugee Resource Center	Mission Language & Vocational School
Arriba Juntos	Mutual Assistance Association Council
Asian Neighborhood Design	Northern California Coalition for Immigrant Rights
Career Resources Development Center	Northern California Service League
Catholic Charities	Oceanview-Merced-Ingleside Community Assoc.
Central City Hospitality House	Positive Resource/AIDS Benefit Counselors
Charity Cultural Services Center	Renaissance Parents of Success
Children's Council of S.F.	Refugee Transitions
Chinatown American Cooks School, Inc.	S.F. Career Link
Chinese for Affirmative Action	S.F. League of Urban Gardeners
Chinese Newcomers Service Center	S.F. Renaissance Entrepreneurship Ctr.
City College of S.F.	S.F. Vocational Services
Community Educational Services	Samoan Community Development Center, Inc.
Community Housing Partnership	San Francisco Vocational Services
Compass Community Services	Swords to Plowshares
Domestic Violence Consortium	Tenderloin Housing Clinic, Inc.
Donaldina Cameron House	The Family School
Ella Hill Hutch Community Center	Third Baptist Church/AIRRC
Episcopal Community Services Skills Ctr.	Toolworks, Inc.
Filipino-American Council of S.F.	Visitacion Valley Jobs, Education & Training
Glide Foundation/Job Skills Program	Volunteer Legal Services Program/Bar Assoc. of S.F.
Goodwill Industries, Inc.	Women's Initiative for Self Employment
Horizons Unlimited of S.F.	Wu Yee Children's Services
Ingleside Community Center	Young Community Developers
International Institute of San Francisco	
International Rescue Committee	
Jewish Vocational Services	
Korean Center, Inc.	
Mission Hiring Hall	

(b) PARTNERSHIPS WITH THE PRIVATE SECTOR TO IDENTIFY JOBS

Describe the county's partnerships with the private sector, including employers, employer associations, the faith community, and central labor councils, and how those partnerships will identify jobs for CalWORKs program recipients. [Reference: WIC Section 10531(b)]

The private sector in San Francisco is collaborating with the county both to identify new job opportunities and to prepare CalWORKs participants for work. The San Francisco Chamber of Commerce, the Committee on Jobs (representing over 30 of San Francisco's largest corporations), and the United Way of the Bay Area have launched "San Francisco Works," a \$3.7 million multi-year initiative to help move people from welfare to work. In addition to identifying employment opportunities, the program will invest new resources in building the capacity of community based organizations to prepare and support CalWORKs participants seeking employment. For those persons who enter the San Francisco Works program ready to work, private, for-profit staffing agencies will be responsible for job placement in the private sector. For those who need training, transitional employment, or work readiness preparation, San Francisco Works-funded services provided by community based agencies will be available. The goal of this initiative is to hire 2,000 CalWORKs participants by the end of the year 2000, and to set a model for business involvement in welfare to work activities.

The Small Business Network, an umbrella organization of 17 associations of small businesses in San Francisco, has developed its own welfare to work program, the "Placement Partnership." This innovative project will place work-ready CalWORKs participants in jobs with 50 small businesses throughout the city. Placement and intensive job retention services will be coordinated by Juma Enterprises, Inc. Responding to the needs of small business, CalWORKs participants who secure employment through the Placement Partnership will remain on the payroll of Juma or the referring community-based agency for up to 6 months. The goal of this initiative is to hire 200 CalWORKs participants each year.

Several companies and business associations, including PG&E, United Airlines, Pacific Bell, the Waterfront Restaurant and the Black Data Processors Association, are working with the county to design training and recruitment initiatives. Internal to the Department of Human Services, a Job Development Unit is being established to support and maximize these private sector initiatives. In addition, the Welfare to Work Employer Hot-line (415-749-7500), managed by the San Francisco office of the Employment Development Department, provides a central contact point for companies to post jobs when recruiting CalWORKs participants.

The San Francisco Labor Council has pledged its support as well. The Hotel and Restaurant Union Local 2 is working with the City to establish culinary training opportunities for TANF recipients. The San Francisco Building and Construction Trades Council is working with the City and our community partners to develop an effective First Source Hire strategy. This project will expand pre-apprenticeship training opportunities and establish a system for ongoing

collaboration between labor, contractors, and training and placement programs to ensure that CalWORKs participants and other economically disadvantaged people secure jobs during San Francisco's current construction boom.

The San Francisco Interfaith Council, a consortium of 80 churches, mosques and synagogues, is working with the City to reach out to potential employers and support CalWORKs participants in their progress toward work. Although still in its formative stages, this project may include sermons by clergy advocating employer involvement, identifying potential employers, congregation sponsored work readiness programs, and job retention support.

(c) LOCAL LABOR MARKET NEEDS

Briefly describe other means the county will use to identify local labor market needs. [Reference: WIC Section 10531(c)]

In order for San Francisco's CalWORKs program to succeed, both the county and its private, community-based partners need a comprehensive and accurate account of employment opportunities. The goal is to gain detailed job forecast information to ensure a market driven investment in both training, and targeted job development.

The county plans to contract with the Urban Institute of San Francisco State University to research and disseminate this information. The Urban Institute will generate an employment map of near-term construction and long-term "end use" employment opportunities created through City approved and/or financed projects in both the public and private sector. They will undertake both industry-specific research on projected employment, as well as ongoing tracking and interpretation of overall economic and employment trends. This will include development of relevant templates for the ongoing tracking of job openings and skill requirements, cross-referenced to other labor market data systems. California State Employment Development Department and Department of Finance data, U.S. Departments of Commerce and Labor data, regional labor market data, and San Francisco Private Industry Council data will all be analyzed.

In order to ensure that city-agency staff and community-based organizations understand and use the data generated, an accessible data management system is needed. The "One Stop" information and coordination system funded by a \$650,000 grant from the California Employment Development Department is the internet infrastructure through which this data will be made available. Both service providers and CalWORKs participants will be able to access this system from terminals throughout the city.

In addition, the Department of Human Services is opening Career Centers in the neighborhoods of San Francisco most heavily impacted by poverty. Career Links, an existing "One Stop" collaboration involving the Department of Human Services, the Employment Development Department, City College of San Francisco, the Private Industry Council, and the National Council on Aging, will move to the Mission neighborhood by December 1997. A second Career Center in the Southeast sector of the city will open in January, 1998. Two additional sites are planned for late 1998.

Staff from the collaborating agencies will be co-located at the Career Centers, with a broad range of employment services available. The seamless integration of on-site employment services and linkages to training and supportive services are essential components of the Career Center approach. Computers will be available at the Career Centers for job seekers and business people to conduct their own on-line search of labor market projections, training programs and related services, near-term job opportunities and a data base of individuals looking for work.

(d) WELFARE-TO-WORK ACTIVITIES

Each county is expected to offer a range of services adequate to ensure that each participant has access to needed activities and services to assist him or her in seeking unsubsidized employment. [Reference: WIC Section 11322.7(a)] Pursuant to WIC Section 11322.7(b) "No plan shall require job search and work experience of participants to the exclusion of a range of activities to be offered to recipients." Activities allowed by state law include, but are not limited to, those listed below. Please indicate which of the following activities will be provided and identify any allowable activities that will not be provided. [Reference: WIC Section 10531(d) and WIC Section 11322.6]

- | | |
|--|--|
| ✓ Unsubsidized employment | ✓ Work study |
| ✓ Subsidized private sector employment | ✓ Self-employment |
| ✓ Subsidized public sector employment | ✓ Community service |
| ✓ Work experience | ✓ Job search and job readiness assistance |
| ✓ On-the-job training | ✓ Job skills training directly related to employment |
| ✓ Grant-based on-the-job training | ✓ Supported work |
| ✓ Vocational education and training | ✓ Transitional employment |
| ✓ Education directly related to employment | ✓ Other (list) |
| ✓ Adult basic education (includes basic education, GED, and ESL) | ✓ (1) Mental health services |
| | ✓ (2) Substance abuse services |
| | ✓ (3) Domestic violence services |
| | ✓ (4) Study time associated with all approved education activities |

(e) SUBSTANCE ABUSE AND MENTAL HEALTH TREATMENT SERVICES

Plan for Substance Abuse Services

Briefly describe how the welfare department and the county alcohol and drug program will collaborate and utilize new funds available to ensure the effective delivery of substance abuse services. These funds should be used to maximize federal financial participation through Title XIX of the federal Social Security Act. If the county has determined who will provide substance abuse treatment services, please indicate the providers in the plan. If that decision has not been made, please provide CDSS an addendum to the county CalWORKs plan indicating the provider when determined. [Reference: WIC Section 11325.8]



Certify that the county's substance abuse treatment services will include at least the following: evaluation, case management, substance abuse treatment, and employment counseling, and the provision of community service jobs.

Describe any additional services the county will provide. [Reference: WIC Section 11325.8]

Plan for Mental Health Services

Briefly describe how the welfare department and the county department of mental health will collaborate and utilize new funds available to provide effective mental health services. Counties should maximize federal financial participation to the extent possible in the provision of mental health services. [Reference: WIC Section 11325.7]



Certify that the county will provide at least the following services: assessment, case management, treatment and rehabilitation services, identification of substance abuse problems, and a process for identifying individuals with severe mental disabilities.

Please describe any additional services the county will provide.

The San Francisco Department of Public Health (DPH) is the county agency with the primary responsibility for the provision of mental health and substance abuse services in the City and County of San Francisco. The San Francisco Department of Human Services (DHS) and DPH have been meeting over the past three months to develop a coordinated plan to meet the mental health and substance abuse needs of CalWORKs recipients. The planning has included discussions on the best utilization of the CalWORKs substance abuse and mental health allocation (approximately \$380,000), as well as how existing treatment services can be most effectively accessed and used.

While planning is still ongoing, the intention of both DPH and DHS is to provide upfront, on-site comprehensive services for families in an integrated fashion. DPH has proposed for discussion and development an innovative treatment program that would address the needs of recipients and their families by integrating job-readiness objectives and skill-building into the therapeutic treatment process.

Specifically, the CalWORKs allocation will be utilized to hire staff (Licensed Clinical Social Workers experienced in both substance abuse and mental health treatment) to provide the necessary assessment and case management of TANF recipients with substance abuse and/or mental health issues. These staff will be outstationed at the neighborhood-based Career Centers. The allocation will also be utilized to purchase treatment services with community providers. Existing providers in the community will also be accessed for treatment services.

(f) MENTAL HEALTH SERVICES AVAILABLE AFTER TIME LIMITS

Briefly describe the extent to which and the manner in which the county will make mental health services available to recipients who have exceeded the 18 or 24 month time limit. [References: WIC Section 10531(f) and WIC Section 11454]

The City and County of San Francisco currently maintains a range of both substance abuse and mental health services available to persons in need. These services, which are not linked to TANF, will continue to be available to recipients who have exceeded their 18 or 24 month time limit.

(g) CHILD CARE AND TRANSPORTATION SERVICES

Child Care

Please briefly describe how child care services will be provided to CalWORKs participants. This should include a description of how the county will provide child care for families transitioning from county funded providers to non-county funded providers of child care services. It should also indicate what criteria the county will use to determine, on a case-by-case basis, when parents who have primary responsibility for providing care to a child six months of age or younger, may be exempt from welfare-to-work participation. The exemption period must be at least twelve weeks and, at county discretion, can be increased to one year for the first child. The exemption period for subsequent children is twelve weeks, but may be increased to six months. Briefly describe the criteria the county will use to determine the period of time a parent or other relative will be exempt considering the availability of infant child care, local labor market conditions, and any other factors used by the county. Additionally, briefly describe how the county will ensure parents needing child care services can access the Resource and Referral Agency.

San Francisco will administer the child care for stages I and II through a single primary contract with Children's Council of San Francisco that will include a subcontract to Wu Yee Children's Services. Children's Council is the primary Alternative Payment Program provider for the county. Children's Council and Wu Yee currently provide GAIN and Cal-LEARN child care services through an existing contract with the S.F. Department of Human Services. They are experienced in working with AFDC recipients and in managing multiple subsidy programs simultaneously. The GAIN contract will be modified to reflect the new program requirements under CalWORKs. We have reached agreement with the Children's Council that stage II funds will come to the Department of Human Services and then be subcontracted to them. The Department of Human Services will pass the funds through, without taking any administrative costs out of the stage II allocation.

Beginning January 1, 1998 child care informing (R&R activity), Trustline activity, and the administration of subsidies will be managed through the Children's Council contract. DHS is working with the Children's Council to ensure a smooth transition of TCC, SCC, Income Disregard, Cal-LEARN and GAIN families into the new system. Due to the inadequacy of funds in stages II and III, most SCC and Income Disregard families will be transitioned into stage I. All TCC who have not timed out or who have not reached the 75% SMI will transition into stage II. TCC's who are timing out will be transitioned into DHS-administered stage III, though limited funds have been made available for this purpose by the California Department of Education.

The Children's Council and Wu Yee are both CDE-funded Resource and Referral (R&R) agencies. Both will have staff co-located at the main DHS building, as well as at outstationed at Career Centers developed in the target neighborhoods. R&R staff will also be outstationed in Family Resource Centers in some key locations. R&R staff will meet the multiple language needs of the CalWORKs population

As current AFDC recipients are enrolled in CalWORKs, they will receive a CalWORKs orientation, which will include a presentation by the R&R staff regarding quality child care and the options for child care. The DHS Employment and Training Specialist will approve the child care hours based on the activities in the plan and the travel time required. The recipient will then meet with the R&R worker to obtain referrals to child care openings or to arrange directly for the voucher. The R&R staff will complete Trustline clearances and arrange for the voucher directly or when the parent has selected their provider. The contractor will also make the payments directly to the provider on behalf of the parent.

This single administration of the various stages of child care will allow the system to be as seamless as possible for the client. The movement from stage I to stage II will be as outlined in law. Initially the decisions will be based upon funding available within each stage. As the allocation issues are worked out, the decision as to when the client will transition will be based upon six months in stage I or whether the child care and work activities are considered "stable" by clients' case managers. In general, training will not be considered stable work.

During FY '98-'99 and thereafter families will be immediately placed on the stage III waiting list. They will be strategically moved to stage III before their income reaches a level that would disadvantage them in securing ongoing child care support. These and all strategies rely on the adequacy of funding in each of the stages.

The county will exempt parents with primary responsibility for providing care to a child for a period of up to one year for the first child. The exemption period for subsequent children will be six months. Parents will be encouraged to go to work and will be provided with services if they do not choose to exercise the exemption available to them.

The San Francisco decision regarding infant exemption is based on the lack of available infant care. Currently 43% of all the calls to the resource and referral agencies is for infant care, yet only 4% of the total number of spaces in child care centers are designated for infants. There will be competing needs for licensed care for all children, but particularly for children under six. Many parents will be competing for the limited family day care and even more limited number of center-based slots. The county will need all the current available slots for the families not eligible for the infant exemption. Other factors considered in making this policy decision were as a result of our public input, and included the competing needs within this arena as well as the overall lack of availability of care. Also, there is broad support for ensuring that the San Francisco plan supports informed client choice in exercising the infant exemption.

As these policies are implemented, the county will also work to develop and increase the availability of quality infant care through strengthening linkages amongst various family day care networks, encouraging the development of exempt provider support, and ensuring that training is available to all exempt and licensed providers. Support will also be encouraged through linkages to existing neighborhood-based Family Resource Centers and licensed child care centers. Increasing the options for quality infant care will increase the likelihood of a family not having to exercise the exemption, and moving more quickly towards self-sufficiency.

Transportation

Briefly describe how transportation services will be provided. [Reference: WIC Section 10531(g)]

We are prepared to cover the transportation needs of TANF recipients participating in welfare to work activities. We anticipate that the majority of TANF recipients who require assistance with transportation will need that assistance within the boundaries of the City and County. As such, San Francisco's public transportation system, MUNI, will be the primary transportation provider. We have negotiated with MUNI an agreement that will provide monthly MUNI passes to TANF clients at no charge to DHS. In order to prevent fraud that might harm MUNI's revenue stream, TANF recipients who receive these passes must turn in the past month's pass in order to receive the next month's pass. We will also continue to purchase a number of tokens, for those individuals requiring less frequent transportation. In addition, any individuals whose work participation plans require them to travel out of MUNI's jurisdiction will be aided if transportation is a barrier to that participation. We are also participating in planning meetings of the Metropolitan Transportation Commission to identify regional transportation issues of linking welfare recipients to the regional job market.

(h) COMMUNITY SERVICE PLAN

Briefly describe the county's plan for providing community service activities. This should include a description of the process the county will follow to determine where community services assignments will be located, and the agencies/entities that will be responsible for project development, fiscal administration, and case management services. If it is not known at this time, the county may provide the specific details of the Community Service Plan as an addendum. [References: WIC Section 11322.6 and WIC Section 11322.9]

San Francisco will plan and implement the community service component in three phases:

Phase 1: The county will let a Request for Proposals for a community agency or a consortium of agencies to provide the community needs assessment required by legislation. It is anticipated that this needs assessment will be significantly developed from recently completed community planning efforts, and that the results of the assessment will be available to DHS by Spring, 1998.

Phase 2: In Spring, 1998, DHS will undertake two 50-person pilot "work for wages" community service programs in conjunction with local community-based agencies to test the viability and desirability of wage-based, time-limited community service programs as a transitional activity leading to unsubsidized employment.

Phase 3: In Spring, 1999, DHS will evaluate the pilot wage-based community service programs and determine whether to fully implement community service on a wage-based model.

Further detail will be provided in an addendum.

(i) WORKING WITH VICTIMS OF DOMESTIC VIOLENCE

Briefly describe how the county will provide training for those county workers who will be responsible for working with CalWORKs recipients who are victims of domestic violence.
[Reference: WIC Section 10531(i)]

Until regulations are adopted by California Department of Social Services in consultation with the Taskforce on Domestic Violence established by the Welfare-to-Work Act of 1997, the county may utilize other standards, procedures, and protocols for determining good cause to waive program requirements for victims of domestic violence, for example, those now used in the GAIN Program. [Reference: WIC Section 11495.15] Please describe the criteria that will be used by your county for this purpose and what approach the county would take to deal with recipients who are identified in this way.

Training: Training of county workers will be done as part of the grant referenced in the next section. This training will cover the initial CalWORKs implementation period of 1998 when counties may utilize their own standards, procedures, and protocols for determining good cause waivers of program requirements for victims of domestic violence. Once the California Department of Social Services adopts and issues state regulations, the county will revisit the training needs of county workers.

Waiver Criteria: The San Francisco Neighborhood Legal Assistance Foundation (SFNLAF) was awarded a 17-month grant on September 30, 1997 by the U.S. Dept. of Health & Human Services, Administration for Children and Families, for a *Domestic Violence/Welfare Project*. SFNLAF, the Dept. of Human Services (SFDHS), the SF Commission on the Status of Women, the San Francisco Department of Public Health, the District Attorney's Family Support Bureau, the local Domestic Violence Consortium, and the California Alliance Against Domestic Violence will jointly develop model protocols and programs, training curricula and materials, and models of cross-training for front-line staff (in SFDHS and the Family Support Bureau, as well as domestic violence advocates and service providers). The goal is to design and test models of domestic violence-appropriate approaches to screening, notification, safety planning, determining good cause waivers of program requirements, employability planning and referral systems for possible adoption by the State for CalWORKs as a whole. The model presented to the State would address eligibility, case management and child support enforcement.

(j) PERFORMANCE OUTCOMES TO MEET LOCALLY ESTABLISHED OBJECTIVES

Please indicate whether there were any local program outcome objectives identified during the CalWORKs plan development process and how the county proposes to track those outcomes. If the county develops alternative outcomes for the CalWORKs program during future collaborative efforts, please submit information on those measures as an addendum to the CalWORKs plan. [Reference: WIC Section 10542]

Based on recommendations from the Mayor's Welfare Reform Task Force and public input received at the San Francisco Human Services Commission CalWORKs Study Sessions, the following local program outcome objectives have been identified. The goals and outcome objectives listed below will be tracked in order to assess the effectiveness of the local CalWORKs program.

GOAL: Effective Service Delivery System

Outcome Objectives

- Timeliness of benefit distribution and service delivery
- Services adequately meet recipients' needs
- Clients are treated with dignity and respect

GOAL: Increase the Economic Stability and Self-Sufficiency of Families
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Outcome Objectives

- Increase in families leaving CalWORKs due to employment
- Increase in number of CalWORKs recipients who find employment
- Increase in number of current and former CalWORKs recipients who retain employment
- Increase in job advancement and earnings among current and former CalWORKs recipients
- Increase in number of new jobs created for CalWORKs recipients
- Improved employability (education and skill levels) of CalWORKs recipients
- Increase in number of former CalWORKs households with income above the poverty level
- Non-displacement of current workers
- Increased rates of child support payment and collection

GOAL: Families are Strengthened and Preserved
--

Outcome Objectives

- Lower incidence of domestic violence
- Decrease in Child Protective Service referrals
- Increase in number of unmarried parents where the father acknowledges paternity, pays child support, and takes an active parenting role

GOAL: Improved Child Well-being
--

Outcome Objectives

- Decrease in number of entries into foster care
- Reduction of child abuse and neglect
- Decrease in number of at-risk births
- Decrease in child poverty
- Increase in school attendance
- Increased school achievement
- Lower school drop out rates

GOAL: Improved Health of Adults and Children

Outcome Objectives

- Increase in the number of healthy born babies
- Increased child immunization rates
- Increase in number of adults and children with health insurance
- Increase in substance abuse avoidance, treatment utilization, and recovery
- Increase in mental health treatment utilization
- Improved nutrition of families and children

OUTCOME TRACKING METHODOLOGY

The breadth of local program outcome objectives and the fact that there is no single source for all of the data dictate that the numerous service providers, city and county agencies, and other local stakeholders work together to collect the data necessary to measure and track the above listed CalWORKs outcomes.

The data will be collected and tracked through the following mechanisms:

- 1) Department of Human Services computer systems (Case Data System, GAIN Information System, Child Welfare System/Case Management System)
- 2) Computer system linkages and/or regular data sharing with other city, county, and state agencies such as the Department of Public Health, City College of San Francisco, San Francisco Unified School, and the Employment Development Division of the State of California
- 3) Computer system linkages and/or regular data sharing with contracted service providers in the areas of child care, training and education, assessment, substance abuse, mental health, and domestic violence
- 4) Periodic surveys of both clients and providers by DHS and other service providers.
- 5) In addition, researchers at the University of California, Berkeley have selected San Francisco as a site to study the impact of welfare reform on low income families. With our cooperation, UC Berkeley will study recipients with school-age children in a "formative" research approach. The formative approach will allow us to have ongoing feedback as to what is working for these families and what is not, and will guide us in making mid-course corrections.

It is important to note that all data collected and tracked will be in an aggregate form and will be subject to the confidentiality standards currently in place.

(k) PUBLIC INPUT TO THE COUNTY PLAN

Briefly describe the means the county used to obtain broad public input in the development of the CalWORKs plan. [Reference: WIC Section 10531(k)]

In the development of the CalWORKs plan, the County of San Francisco obtained public input in a variety of ways as described below:

Mayor's Welfare Reform Task Force

The Mayor's Welfare Reform Task Force was formed in October, 1996 in response to the passage of the federal Personal Responsibility and Work Responsibility Act of 1996. Recognizing the major impact this law would have on San Francisco, Mayor Willie Brown organized the Task Force to develop a positive and progressive response to the federal legislation. The Task Force was comprised of individuals who demonstrated knowledge of and commitment to social welfare issues. A total of 120 community advocates, public assistance recipients, service providers, business people, and representatives of the religious community, along with 60 staff members representing City departments, made up the task force. All but City departmental representatives served on a voluntary basis.

The Task Force developed a set of recommendations and supporting materials aimed at restructuring San Francisco's network of social welfare and employment programs to meet the needs of individuals affected by the federal legislation. The Task Force produced a final report, which was presented by the Mayor to the Board of Supervisors in May, 1997.

Although the Task Force completed its work before the CalWORKs program was developed and passed, the work was broad enough in scope that some of the recommendations could be incorporated into the County Plan for CalWORKs. The Task Force represented the beginning of the local welfare reform effort in San Francisco.

Client Focus Groups

Ancillary to the Task Force, focus groups were held with over 120 current and former recipients of public assistance. Focus group participants were asked for their ideas on how to improve the social welfare system, and for feedback on the Task Force recommendations. The focus groups were designed to reach public assistance recipients living in the neighborhoods with the greatest proportion of the City's AFDC caseload, and to address issues on which the Task Force most needed recipient input and guidance.

Board of Supervisors Committee Hearing

On October 2, 1997, the Housing and Neighborhood Services Committee of the San Francisco Board of Supervisors conducted a hearing on CalWORKs. The hearing served as the initial step in the CalWORKs county plan public input process. The Executive Director of the Department of Human Services presented an overview of the CalWORKs legislation and the areas of local flexibility and county options. In addition, the Mayor's Welfare Reform Task Force recommendations were reviewed and the local CalWORKs planning process and timetable was presented and discussed. Public testimony was also heard by the Committee.

San Francisco Human Services Commission

a) Study Sessions

The Human Services Commission held three public study sessions to seek the community's input in the development of the County Plan for CalWORKs. To facilitate public attendance, the study sessions were held in neighborhood locations on three successive Saturdays and child care was provided. The study sessions were held on October 18, October 25, and November 1, 1997.

The purpose of the study sessions was to present what will be required of the Department of Human Services under CalWORKs, to inform the community what the Department has been doing to prepare for the program changes, and to solicit public input on the design of the San Francisco CalWORKs Program. Attendance at the study sessions was high and included TANF recipients, service providers, advocates, staff from the Department of Human Services and other city agencies, a member of the San Francisco Board of Supervisors, employers, and the general public. The public comments made at the study sessions were recorded and written down and many were incorporated into the final County Plan.

b) Commission Meeting

The County Plan was formally submitted to the Commission for their review and approval at their regularly scheduled and noticed meeting of November 20, 1997. Over 75 members of the public attended this meeting. After extensive public comment, the Commission voted to approve the draft CalWORKs plan for submission to the San Francisco County Board of Supervisors.

Presentation of County Plan Draft to Welfare Reform Task Force Steering Committee

A draft of the County Plan was presented to the Steering Committee of the Mayor's Welfare Reform Task Force for their review on November 12th. The Steering Committee is comprised of the three Task Force co-chairs, the Task Force committee chairs, a member of the Board of

Supervisors, a member of the Youth Commission, City department heads, and representatives from the San Francisco Unified School District, the San Francisco Housing Authority, City College of San Francisco, and the Mayor's Office.

Every committee of the Task Force was represented, as well as the Mayor's Office of Housing, the Mayor's Office of Community Development, the Mayor's Office of Children, Youth and their Families, the Department of Public Health, the Commission on the Status of Women, the San Francisco Housing Authority, City College of San Francisco, and client advocates. The consensus was that the County Plan was consistent with the recommendations of the Task Force.

Coalition for Ethical Welfare Reform (CEWR)

A draft of the County Plan was presented to the Coalition for Ethical Welfare Reform for review on Tuesday, November 18, 1997. The Coalition represents a number of advocacy, provider and public interest organizations. Their members are listed below:

Action Alliance for Children
Alameda County Social Services
Asian Law Caucus
Building Opportunities for Self Sufficiency
CA Childcare Resource & Referral Network
California Food Policy Advocates
Campaign to Abolish Poverty
Child Care Law Center
Children's Council of San Francisco
Coalition on Homelessness
Coalition for Immigrant and Refugee Rights
Coleman Advocates for Children & Youth
Communities United for Equality
Emergency Services Network of Alameda Co.
FAITHS Initiative
Family Rights and Dignity
General Assistance Rights Union
Grandparents as Second Parents
Greater Bay Area Family Resource Network
Haight Ashbury Service
Health Care Workers' Union, Local 250
Interfaith Coalition for Immigrant Rights
Jewish Vocational Services
La Raza Information Center
Latino Coalition for a Healthy California

Lawyer's Committee for Civil Rights
Lead Safe California
Legal Services for Children
Marin Coalition for Immigrant Rights
Mexican American Legal Defense fund
National Lawyers Guild
National Center for Youth Law
The National Conference
Northern California Coalition for Immigrant Rights
Northern California Ecumenical Council
Oakland Chinese Community Council
On Lok Senior Health Services
Poverty Action Alliance of the American Jewish Congress
San Francisco Foundation
San Franciscans for Tax Justice
San Francisco Community Clinic Consortium
San Francisco Council on Homelessness
Service Employees International Union, Local 535
St. Anthony Foundation
Support for Families of Children with Special Needs
Women's Economic Agenda Project of Alameda

*Organizations listed in **bold** are founding members of the Coalition

Public Input for The Child Care Plan

The design for San Francisco CalWORKs child care administration grew out of a planning process which began with the *Mayor's Task Force on Welfare Reform: Child Care Subcommittee*. This body recommended the development of a system which would appear seamless to families requiring child care assistance. This body also recommended the creation of a more "streamlined and efficient administrative system," and prioritized the need for centralized and standardized data and information collection. These recommendations were a driving force in developing the "single" delivery system for stage I and stage II for San Francisco County, as described below.

The *Joint Advisory Committee on Child Care Planning and Implementation for CalWORKs* was developed to advise SFDHS in the development of the CalWORKs plan and to work with the Department toward successful implementation. This body includes the executive committee of the *San Francisco Child Care Planning and Advisory Council (CCPAC)* and representatives from the *Mayor's Task Force on Welfare Reform: Child Care Subcommittee*. The Joint Advisory Committee represents parents, advocates, family day care providers, center based providers, resource and referral agencies, AP providers, public agencies, and the Carnegie Foundation-funded San Francisco Starting Points planning initiative.

San Francisco Board of Supervisors

The CalWORKs plan prepared by the San Francisco Department of Human Services and approved by the Human Services Commission was introduced by the Mayor's Office to the Board of Supervisors at their regular meeting of Monday, November 24, 1997. It was immediately referred to the Housing and Neighborhood Services Committee for hearing and action.

At its regularly scheduled meeting on Thursday, December 18th, the Housing and Neighborhood Services Committee of the Board of Supervisors calendared a hearing on the CalWORKs plan. After presentations by representatives of the Department of Human Services, and testimony by members of the public, the three-member Committee amended the plan to include "study time associated with all approved education activities" as an allowable welfare-to-work activity. They then voted unanimously to recommend approval of the CalWORKs plan to the whole Board of Supervisors.

On Monday, January 5, 1998, the San Francisco Board of Supervisors held its regularly scheduled meeting, which includes a time for public comment. At this meeting, the Board accepted the recommendation of its Housing and Neighborhood Services Committee, and unanimously approved the CalWORKs plan as amended.

(I) SOURCE AND EXPENDITURES OF FUNDS

Provide a budget specifying your county's estimated expenditures and source of funds for the CalWORKs program on the forms provided (Attachment 2). Your budget should meet the requirement of WIC Section 15204.4 which specifies that each county shall expend an amount for these programs (administration and services) that, when combined with funds expended for the administration of food stamps, equals or exceeds the amount spent by that county for corresponding activities during the 1996/97 fiscal year. [Reference: WIC Section 10531(l)]

Please see the attached two pages of spread sheets, labeled Page 25 (a) and (b).

County Plan Budget 1997/98 State Fiscal Year

Section 1 (San Francisco DHS)

	Total	FCS	State General Fund	County Funds *	Other **
Food Stamp Administration (For County MOE Purposes)	15,108,280	6,838,868	6,250,152	2,019,260	0

* When combined with food stamp administration, the total level of estimated county funds for CalWORKs administration and services should meet the requirement of Section 15204.4 of the W&I Code which specifies that counties expend an amount for these programs that, when combined with the amount expended for the administration of the food stamp program, equals or exceeds the amount expended for corresponding activities in 1996/97.

** If other sources of funding are being made available for an activity, please identify on a separate page.

County Plan Budget 1997/98 State Fiscal Year

Section 2 (San Francisco DHS)

Note: The following categories are for information purposes only and are not an indicator of specific claiming categories

	Total	TANF/State General Fund	CCDBG	Title XIX	County Funds *	Other **
TOTAL CalWORKs Admin & Services Items (A) thru (D)	22,699,731	16,565,934	3,288,556	70,750	2,774,491	0
(A) TOTAL CalWORKs Single Allocation Items (1) thru (7)	20,202,437	16,254,633	1,173,313	0	2,774,491	0
(1) Benefit Administration	8,749,928	7,437,493	0	0	1,312,435	0
(2) Program Integrity (Fraud)	1,280,044	1,139,041	0	0	141,003	0
(3) Staff Development/Retraining	457,919	213,508	0	0	244,411	0
(4) Welfare-to-Work Activities	7,976,853	7,090,363	0	0	886,490	0
(5) Cal Learn	374,228	374,228	0	0	0	0
(6) Child Care - 1st half of 1997/98	1,363,465	0	1,173,313		190,152	0
(7) Other Activities ***	0	0	0	0	0	0
(B) Child Care - 2nd half of 1997/98	2,115,243	0	2,115,243	0	0	0
(C) Mental Health Treatment	141,500	141,500	0	0	0	0
(D) Substance Abuse Treatment	240,551	169,801	0	70,750	0	0

* When combined with food stamp administration, the total level of estimated county funds for CalWORKs administration and services should meet the requirement of Section 15204.4 of the W&I Code which specifies that counties expend an amount for these programs that, when combined with the amount expended for the administration of the food stamp program, equals or exceeds the amount expended for corresponding activities in 1996/97.

** If other sources of funding are being made available for an activity, please identify on a separate page.

*** Please identify "other activities" on a separate page.

(m) ASSISTING FAMILIES TRANSITIONING OFF AID

Please describe how the county will work with families transitioning off aid. The description should include (1) assistance for those individuals who transition off aid due to time limits, and (2) those who leave aid due to employment. [Reference: WIC Section 10531(m)]

Families transitioning off of aid to employment can continue to be served by the Workforce Development System. By this, we mean that families and individuals will have continued access to labor market information, employment services, and supportive services. In fact, a distinguishing characteristic of our Workforce Development System is that it encourages post-welfare access to Career Center and other community resources to help families continue to better their economic position and well-being. These services will be financed through a variety of non-TANF resources, including the Community Development Block Grant, PIC training funds, County general funds, and foundation and business contributions.

The resources of the Workforce Development System will also be made available for those families who transition off of aid due to sanctions or time-limits. In addition, appropriate neighborhood-based Family Resource Centers and family welfare staff will be notified at the time of such a transition off of TANF, to ensure the families' are linked to appropriate services that protect the health and safety of all family members.

(n) JOB CREATION

Please describe the efforts that have been undertaken, or that the county plans to pursue, relating to the job creation plan described in Chapter 1.12 (commencing with Section 15365.50) of Part 6.7 of Division 3 of Title 2 of the Government Code.

San Francisco has launched an aggressive and coordinated job creation program within City government, with the cooperation of the private sector and labor, designed to:

- (1) Identify and maximize job creation opportunities within both the public and private sectors;
- (2) Provide priority access for TANF recipients and other low income persons to the jobs created;
- (3) Ensure that TANF recipients are prepared for the jobs being created, by working closely with providers of employment and training programs; and
- (4) Track TANF recipients' success in obtaining these jobs.

County funding from the Job Creation Investment Fund created by AB 1542 will be used to support some of these critical activities. Specifically, we intend to use the \$74,615 allocated to San Francisco to support, in part, the job forecasting, identification and tracking functions necessary to inform our Workforce Development System. These specific functions are described in greater detail in section "c" above (Local Labor Market Needs).

(o) OTHER ELEMENTS

Pilot projects: Please include a description of any pilot projects that the county may wish to pursue and submit a separate proposal for, as part of its CalWORKs Program. Should the county later determine an interest in a pilot proposal, this information could be submitted as an addendum to the County Plan.

San Francisco has applied to be one of the five pilot counties providing services to NonCustodial Parents and intends to apply to be one of the three pilot counties for Child Support Assurance.

We see services to the NonCustodial Parent (NCP) as an integral part of families achieving self-sufficiency and overall well being. Our pilot for NCPs would begin with those on General Assistance, utilizing our GA Training and Employment Services program (GATES) until our GA Welfare to Work program is fully implemented. The Welfare to Work programs in CalWORKs and GA will include all of the same elements and services. As our capacity expands, we anticipate being able to offer services to all employable NCPs with a zero dollar or low child support order regardless of their link to public welfare. Case management for non-welfare NCPs would be contracted to a community based organization with the same menu of services made available as those we will be providing to welfare recipients.

San Francisco would like to be able to offer Child Support Assurance as an integral part of our CalWORKs program. The District Attorney's Family Support Bureau currently has approximately 6,000 zero dollar orders. Most of these NCPs are either on GA, SSI or currently incarcerated. By providing employment services to our NCPs, we would reduce the number of zero dollar orders thereby making Child Support Assurance a viable alternative. Additionally it would provide exits to families with low income and who would exit aid if child support were available.

San Francisco has been planning to do a Microenterprise Demonstration Project, though we have recently learned that the \$1 million appropriation for this has been vetoed by the Governor. We have been working with the Women's Initiative for Self-Employment (WISE), a nonprofit that has an established track record in assisting low income women in developing thriving businesses. WISE has provided a decade of assistance to more than 4,000 women and has assisted more than 750 business startups and expansions. We believe microenterprise development should be a part of the options available in CalWORKs and will be seeking other funding, resources, and partners to develop this project.

San Francisco is currently participating in the Eligibility Simplification Project (ESP) that allows the annual renewal to be done through the mail. We declined to apply for the demonstration project for Eligibility Simplification offered as a part of CalWORKs because our analysis indicated it would not save workers' time.

(p) COMPLIANCE WITH REQUIREMENTS OF CalWORKs

Under CalWORKs counties are required to enroll single parent families in welfare-to-work activities for a minimum of 20 hours per week beginning January 1, 1998, 26 hours per week beginning July 1, 1998, and 32 hours per week beginning July 1, 1999. [Reference: WIC Section 11322.8(a)]

Prior to July 1, 1999, counties have the option to require adults in single-parent assistance units to participate up to 32 hours per week. Does your county intend to exercise that option? [Reference: WIC Section 11322.8(a)]

The City and County of San Francisco does not intend to exercise that option.

(q) INTERACTION WITH AMERICAN INDIAN TRIBES

Please describe the discussions that have occurred with respect to administration for the federally recognized American Indian Tribes located within your county. This should include whether the county will administer the program, whether the tribes will administer their own approved tribal TANF program, or whether there will be joint county/tribal administration. [Reference: WIC Section 10553.2]

Not applicable to San Francisco

CERTIFICATION

THIS PLAN HAS BEEN DEVELOPED IN ACCORDANCE WITH THE APPROPRIATE FEDERAL, STATE AND COUNTY LAWS AND REGULATIONS. THE TERMS OF THIS PLAN, INCLUDING ALL CERTIFICATIONS WITHIN THIS PLAN, AND ALL APPLICABLE LAWS AND REGULATIONS WILL BE FOLLOWED DURING THE IMPLEMENTATION AND EXECUTION OF THIS PLAN.

County Welfare Department Director's
Signature



Will Lightbourne, Executive Director
San Francisco Department of Human Services

Chairperson of the Board of Supervisors'
Signature*



Supervisor Barbara Kaufman, President
San Francisco Board of Supervisors

* (See attached Resolution of formal action
taken by the San Francisco Board of
Supervisors on January, 5, 1998)